



Society for Effective Lessons Learned Sharing (SELLS)

Lessons Learned Corrective Actions

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Introduction

Lessons learned are an important component of the feedback and continuous improvement function within the Integrated Safety Management System. Developing and tracking corrective actions to closure may help institutionalize a lessons learned. Corrective actions can take many forms and may be used to verifiably document a change in the affected process. Developing and managing corrective actions associated with a lessons learned proactively reduces known risks, improves effectiveness and efficiency, and helps prevent recurrence of undesirable events. The term "corrective action" as it is used in this fact sheet refers to a discrete action having a target completion date and a responsible person. Ideally, a facility will initiate actions to prevent recurrence of an event at some other facility. In that sense, those actions are technically "preventive" but will be considered corrective for this discussion. Such actions are routinely tracked in a site-level system. Corrective actions may include but should not necessarily be limited to the "Recommended Actions" in the lessons learned document.

Preparation

Before corrective actions are defined for a lessons learned, consider the following:

- Necessity of the corrective actions: If analysis indicates that the event was not the result of a systemic problem, a corrective action may not be necessary.
- The risk, significance, cause, and applicability of the incident.
- Whether incidents which precipitate lessons learned have corrective actions tracked in other programs (e.g., occurrence reports, nonconformance reports, etc.). Managers should coordinate their efforts to avoid tracking the same corrective actions in multiple systems.

Development

Based on a thorough evaluation of the lessons learned, the corrective action could:

- mitigate risk to environmental, safety, and health as it relates to the incident in the lessons learned;
- prevent the recurrence of undesirable events;
- improve process efficiency and effectiveness.

Actions which address the root cause should prevent recurrence of the event. Actions should be concise, discrete, and closeable. Considering required closure evidence may be useful. Developing corrective actions to improve processes is an example of using lessons learned as feedback for continuous improvement.

Consider cost, priority, action dependencies, interfaces, and schedules when developing a corrective action plan. The finished

product should include realistic target dates with each action assigned to a responsible person.

Managing Corrective Actions

Corrective actions associated with lessons learned should be evaluated for impact and budgetary concerns, prioritized, and tracked to completion. Implementation of detailed corrective action may require multiple milestones. After final completion of any actions, the appropriate organization should verify that the original problems were appropriately addressed.

Contact Information

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<http://www.hss.energy.gov/CSA/Analysis/II/sells/>